

Labor Storm Alert

Workforce Trends, Forecasts and Solutions from Success Performance Solutions

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ICES Warms Up Sales, Morale and Productivity

Are your salespeople meeting quotas? Is employee turnover low and retention high? Is the employee mood upbeat and productivity on the rise? If not, your assessment process may need some changing.

One successful system developed to quantify and qualify important personality qualities is called ICES. ICES measures four major fundamental personality scales:

Independence: Competitive, tough-minded, assertive, forthright.

Conscientiousness: Conventional, traditional, concerned with moral values, organized, attention to detail, neatness

Extraversion: Group-oriented, sociable, outgoing, group dependent

Stability: Poised, unruffled, not easily annoyed or upset, relaxed, not anxious

In addition the ICES personality scales, we can also measure an individual's ability to:

- Work and reason with numbers
- Reason and problem solve using words
- Visualize and work with shapes, blueprints, diagrams, spreadsheets, graphs, charts and so on.

ICES-Plus, known as TotalView, also measures the interest and motivation an individual has working with other people, data and information, and inanimate objects such as tools and equipment.

How Successful Is Your Current Assessment Program?

The decision to use a test is an important one. You need to carefully consider several technical, administrative, and practical matters before adding, changing or deleting an assessment.

There are many types of personnel assessment tools. Not all tests, however, can be used to screen, select, promote, or develop employees.

Listed below is a partial listing of tests, inventories and procedures that are considered assessments and may be used to measure an individual's abilities, values and personality traits.

- Observations
- Resume Evaluations
- Application Forms and Questionnaires
- Interviews
- Biodata inventories
- Work samples/performance tests
- Achievement tests
- General ability tests
- Specific ability tests
- Physical ability tests
- Personality inventories
- Honesty/Integrity inventories
- Interest inventories
- Work values inventories
- Assessment centers
- Drug tests
- Medical tests

Whole Person Approach Lowers Hiring Mistakes

Employees and applicants vary widely in their knowledge, skills, abilities, interests, work styles, motivations, and other characteristics. These differences systematically affect the way people perform or behave on the job.

These differences in characteristics are not necessarily apparent by simply observing the employee or job applicant. Employment tests can be used to gather more accurate information about job-relevant characteristics.

All assessment tools used to make employment decisions, regardless of their format, level of standardization, or objectivity, are subject to professional and legal standards. For example, the evaluation of a resume, the use of a highly standardized achievement test as well as the interview of an applicant are considered tests under the law and must comply with applicable laws.

The best approach to qualify and evaluate employee and candidate qualifications is the "whole -person approach." Using a variety of assessment tools enables you to get the most complete picture of the individuals. This will help reduce the number of selection and promotion errors and improve productivity, retention and overall performance.

For more information or a free consultation on using the whole person approach, contact us at 717.656.4632.

The information source for column one and two: An Employer's Guide to Good Practice, US Department of Labor 1999.

Situations in which an organization may benefit from employee tests

1. Current selection or placement procedures result in poor hiring decisions.
2. Employee productivity is low.
3. Employee errors have serious financial, health, or safety consequences.
4. There is high turnover or absenteeism.



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"The ways leaders cope with this new workplace reality could have lasting ramifications for careers and company futures."
USA Today, November 16, 2001

Five Reasons Why The Labor Shortage is NOT Over

1. Our society has never had a significant population over the age of 60. (See charts on bottom of page.) The number of people 65 and older will increase by 20 million between 2000 and 2002. individuals over 60 years old use health care services 15 to 20 times more than those under 60. Who will provide these services?
2. Our primary working age population (18 to 55) is shrinking in proportion to our dependent populations (under 18 and over 60). We are already short skilled workers in health care and education. The data shows that current shortages are only the beginning.
3. New opportunities for careers and jobs far exceed the number of available workers.
4. Soft skill competencies are more important than ever in our service/knowledge economy but the emphasis is still on product knowledge and technical training.
5. Our business cultures still have a long way to go in overcoming stereotypes, assumptions, prejudices and discrimination.

What does it cost to hire and train an employee?

The cost to replace an employee has been estimated to be somewhere between one-half the annual employee salary for an entry-level employee to 14 times the salary of a senior executive.

In 2000 and 2001 SPS completed five studies for employers to determine the minimum cost to hire and train an employee before he or she becomes productive and profitable for the business.

The costs included everything from the cost of the ad, the time to review the application and schedule the candidate for an interview up through the cost of the salary and lost productivity for the manager or trainer training the new hire.

The following results are the costs to hire and minimum estimated time of training for five positions:
 Housekeeper—\$2370.00—10 days
 Nurse Aide—\$3635.00—4 weeks
 Registered Nurse—\$15,731—90 days
 Warehouse worker—\$3431.00—14 days
 In-bound call salesperson—\$1192.00—5 days

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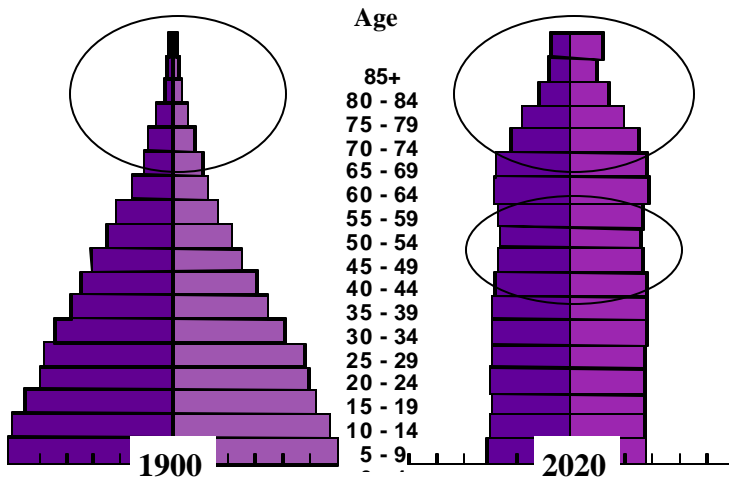
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*The Population Pyramid has become a Column with a shrinking mid-portion (the primary working years).
 Source: U.S. Census Bureau, Population Bulletin, June 2000.*

Facts Behind The Perfect Labor Storm

- By 2010, nearly 30% or 765,000 of our nation’s public school teachers will retire. (U.S. Dept. of Education)
- 6 out of 10 jobs will require skills held by less than 20% of the population. (U.S. Dept. of Commerce)
- Between 1998 and 2010, the number of managerial jobs will increase by 21%. The number of people between 35 and 50 years old will fall by 5%. (Business Week)
- 1955: 9 workers entered the workforce for every one retiree
- 2010: 2 workers will enter the workforce for every one retiree

The High Cost Of Aging

- Currently 4 million people in the U.S. have Alzheimer’s and the cost of their care is \$114.4 billion annually.
- 50% of people over the age of 85 develop the disease.
- By 2050, there will be 12 million sufferers.

Source: Business Week, November 26, 2001

November Articles authored by Ira S. Wolfe are available on our website at www.super-solutions.com/articles.html or by calling 717-656-4632 to request a copy.

Business2Business and Central Penn Business Journal

Top 10 Concerns of Human Resource Professionals

1985	2005
1. Managing Change	1. Skill Level of Workforce
2. Skill Level of Workforce	2. Managing Change
3. Rising Health Care Costs	3. Information Technology
4. Management Issues	4. Aging of the Workforce
5. Work Ethics, Values and Attitudes	5. Management Issues
6. Improving Productivity	6. Quality of Education
7. Focus on the Customer	7. Work Ethics, Values and Attitudes
8. Employee Communications	8. Management Diversity
9. Information Technology	9. Improving Productivity
10. Re-engineering	10. Employee Communications

Source: Human Resource Institute

The Aging Workforce

- After WWII, 50 percent of employees were between the ages of 16 and 34.
- 1996: 50 percent of the workforce was between the ages of 35 and 54.
- 2030: The youngest baby boomer will be 65.

The Rising Cost of Living Longer

The total expenditures for health care from the age of 65 until death:

- Death at 65: \$ 31,181
- Death at 90: \$200,000

Another One Bites The Dust

1987: Vinyl records made up 20.1% of all sales of prerecorded music; by 2000, vinyl records made up 0.5%

	1987	2000
Cassettes	62.5%	5.0%
CDs	11.5%	89.3%

Source: USA Today, November 23, 2001

Success Discovery

The Ultimate Experience in Guiding Careers

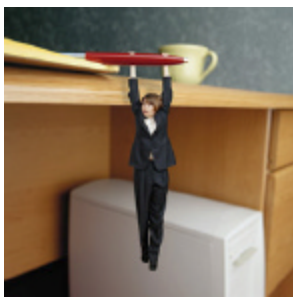
Katherine Hepburn may have said it best, "Life is to be lived. If you have to support yourself, you had bloody well better find a way that is going to be interesting."

It takes nothing like a tragedy to propel people into re-examining one's life path and beginning to re-focus your energies on living a life that is rewarding and satisfying.

Success Discovery guides an individual through a critical self-evaluation that helps each person understand his or her strengths, weaknesses, opportunities and passions. The experience empowers you to make a winning career change.

Individuals have successfully used Success Discovery in the following situations:

- Laid off or downsized with no place to go.
- Current career or job is at a dead end.
- Lost the drive or passion for your current job or career.
- Unsure about next career move.
- Re-evaluating the balance between career, life and family.



If you're thinking about a career switch or want to find something you're excited about doing,
Experience Success Discovery.



The Sandwich Generation Juggles Kids and Aging Parents

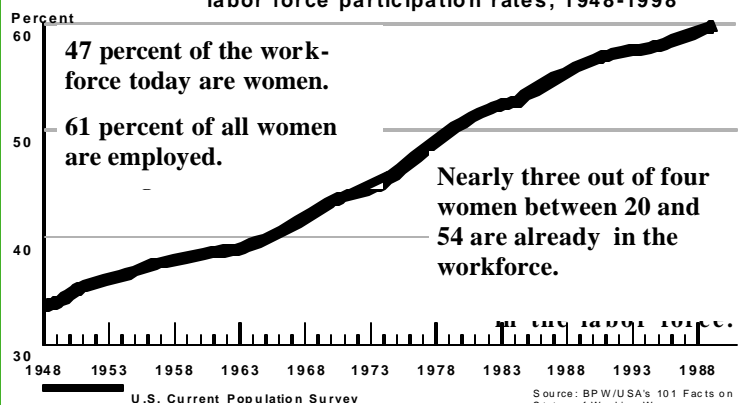
- 18 % of adults 70 years or older experience some level of visual impairment
- 25 % of adults over 85 experience limitations in their ability to perform daily living activities.

Source: Center for Policy Research

- 43 % have taken time off from their own job to help parents
- 17 % have reduced the amount of time they work to help parents
- 16 % frequently drive elders to the doctors or shopping
- 13 % frequently talk to health care providers
- 16% frequently do shopping (This does not include the time spent driving and caring for the kids.)

Source: AARP 2000

More women are working: labor force participation rates, 1948-1998



Do your managers and supervisors have the skills to recruit and retain employees and grow your business in the years to come?

Beginning on January 30, 2002 and continuing each month throughout 2002, a series of half-day sessions on each of twelve essential supervisory competencies will be sponsored by the Lancaster Chamber of Commerce.

An evening workshop series is also being planned by the Lancaster County Career and Technology Center. The LCCTC schedule was not yet finalized but will begin in late winter/spring 2002.

The workshops are grouped in four people-handling and task-handling clusters:

Administrative: Managing Your Job
Communication: Relating to Others
Supervisory: Building the Team
Cognitive: Thinking Clearly

Each cluster includes three competency-based workshops.

For more information about the complete workshops series, call 717.656.4632 or visit our website:
www.super-solutions.com/excel.html.

Speaking Schedule of Ira S. Wolfe

November 14, 2001

Human Resource Management Association of Rhode Island, Providence, RI

November 27, 2001

2001 Workforce Summit, Lancaster (PA)

January 6—11, 2002

Hong Kong (China) Productivity Council

How to Match, Manage and Motivate Employees

Attacking the Attitude Virus

Successful Career Planning

Appraising People and Performance

Coaching, Training and Delegating

Thinking Clearly & Analytically

Making Decisions, Weighing Risk

February 8, 2002

International Home Builders Show, Atlanta

March 12, 2002 (tentative)

NW Michigan SHRM, Traverse City, MI

March 21, 2002

MD ASTD—Columbia, MD

Managerial Achievement Challenge

How do your managerial skills compare to your peers?

Upon completion of a minimum of two training clusters or six individual workshops, participants may apply for the Managerial Achievement of Proficiency and the Managerial Achievement of Excellence by completing the Managerial Assessment of Proficiency. Participants who show mastery of the competencies in each of the 12 competencies by achieving a ranking of 50 percentile or better will receive the Managerial Achievement of Proficiency or the Managerial Achievement of Excellence if they demonstrate mastery in each of the 12 competencies by achieving a ranking of 70 percentile or better. The Managerial Assessment of Proficiency database currently includes over 80,000 managers in dozens of industries. (Managerial Assessment of Proficiency is optional and is not included in the Excel workshop fees.)

Managing to Excel Supervisory and Managerial Workshops

1st Quarter 2002 – The Administrative Cluster

January 30, 2002 – 8 AM to Noon

Time Management and Prioritizing

Learning Objectives:

- Define your key responsibilities in helping to achieve organizational goals.
- Identify strategies for reducing or eliminating common time wasters.
- Plan and organize work in order to gain control of your time.

February 26, 2002 – 8 AM to Noon

Setting Goals and Standards

Learning Objectives:

- Identify the performance, standards, and benefit of your goals.
- Develop standards related to quantity, quality, timeliness, and cost resources.
- Apply five criteria for writing effective goal statements.
- Develop an action plan for achieving your goals.
- Follow a process for sharing your action plans with employees.
- Assess sources of potential resistance to setting goals in your organization.

March 27, 2002—8 AM to Noon

Planning and Scheduling Work

Learning Objectives:

- Identify elements of effective planning and scheduling.
- Use a work breakdown structure to identify major elements, tasks and sub-tasks of a project.
- Use a Gantt chart to schedule work.
- Use a work responsibility to assign work to employees.

What's included:

Each participant will receive a workbook and copies of slides utilized during each workshop. Each workbook provides learners with additional lesson content, as well as experiential activities, handouts and action-planning forms required to complete the course.

Each workshop participant will be responsible to create an individual action plan, to be shared with their managers, work team and stakeholders.

NEW! All 12 Excel competencies are now available in condensed online self-study modules—each one containing key printable job aids.

Order Today!

Live Talk Radio Audio Tapes

Hosted by Ira S. Wolfe

Call 717.656.4632 to order your tapes

- How to Match, Manage and Motivate Employees
- Using MAP to Build Managerial Excellence
- Using TotalView to Select, Coach and Career Path Your Workforce
- Attack the Attitude Virus in Your Workplace
- Becoming An Employer of Choice
- Recruiting and Selecting Top Talent
- Managing Business Growth
- Crisis Management
- Now is the Time for Tolerance
- Understanding Personal Interests, Attitudes and Values
- Case Study—The Jay Group: Double Your Business, Keep your Employees
- Case Study—RGS Associates: Training and Development Retains Employees

There is no charge for the audiotapes. A nominal shipping/handling charge may be added.

Visit our On-line Assessment Center and Training Room

- Assessments for selection, coaching, succession planning, leadership, time management and more.
- Training programs for supervisors, sales training, team building and more.

www.super-solutions.com

Experience Success Discovery

- Downsized?
- Career at a standstill?
- Facing an uncertain future with your next career move?

Turn to page 3 and then call us at 717.656.4632.

Employee Retention is as good as money in the bank.



Supervisors and Managers. Meet the Challenge!

The first of twelve half-day workshops preparing supervisors and managers to achieve managerial excellence begin at the Lancaster Chamber of Commerce on January 30, 2002.

Call 717.656.4632 for more information

Your Labor Storm Alert has arrived!

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